LeMSIC  Capacity Building
Internal Operating Guidelines

Adopted on February 23rd 2021,
during the 7th Team of Officials Meeting
LeMSIC Lebanon

The Lebanese Medical Students’ International Committee is an independent, student-run, non-partisan, non-governmental and not-for-profit organization. It is a full National Member Organization (NMO) of the International Federation of Medical Students’ Associations (IFMSA). It is an organization run by medical students, which aims to develop empowered healthcare professionals that will provide Lebanon with a sustainable and healthier future through activities, capacity building, international opportunities, and peer-to-peer education on global health issues.

LeMSIC was founded in 1964 by Lebanese medical students. Unfortunately, with the onset of the Lebanese war, all LeMSIC activities were ceased. LeMSIC was reactivated in 1997 with the establishment of the Exchange Program and the 6th international HIV/AIDS summer school. Since then it has grown to embrace hundreds of medical students in its various standing committees and is making its mark internationally. Several LeMSIC members have held high ranking positions in IFMSA, including President of IFMSA.

IFMSA

The International Federation of Medical Students’ Associations (IFMSA), founded in 1951, is one of the world’s oldest and largest student-run organizations. It represents, connects and engages every day with medical students from 135 NMOs in 125 countries around the globe.

Our work is divided into four main global health areas: Public Health, Sexual and Reproductive Health and Rights, Medical Education and Human Rights and Peace. Each year, we organize over 13,000 clinical and research exchanges programs for our students to explore innovations in medicine, healthcare systems and healthcare delivery in other settings. IFMSA brings people together to exchange, discuss and initiate projects to create a healthier world. It trains its members to give them the skills and resources needed to be health leaders. It advocates for the pressing issues that matter to us to shape the world we want. And it does deliver: our projects, our campaigns and our activities positively impact the physicians-to be, the communities they serve, as well as the health systems around the world in which they practice as a trainee and eventually a medical doctor.
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Acronyms

- CB: Capacity Building
- EB: Executive Board
- IOGs: Internal Operating Guidelines
- LAMLOC: LeMSIC’s Activity Management and Leadership Online Course
- PHLT: Public Health Leadership Training
- SC: Standing Committee
- SRHR: Sexual and Reproductive Health and Rights
- TMET: Training Medical Education Trainers
- TNET: Training New Exchange Trainers
- TNHRT: Training New Human Rights Trainers
- TNT: Training New Trainers
- TO: Team of Officials
- ToF: Training of Facilitators
- TP: Trainers Pool
- VPCB: Vice-President for Capacity Building
- VPE: Vice-President for External Affairs
- VPI: Vice-President for Internal Affairs
- VPIA: Vice-President for International Affairs
- VPPRC: Vice-President for Public Relations & Communication
Dear LeMSIC family,

Our Internal Operating Guidelines serve as a framework for a sustainable internal education system, and as a systematic way for our trainers to nurture their capacities.

I am proud to say that during this fruitful term, our Capacity Building division was truly at the heart of development, supporting LeMSIC’s growth in its numerous standing committees and fields of work. With the help of my outstanding team, I have worked towards a division where all the members are empowered with the necessary set of skills to achieve LeMSIC’s vision and mission.

With the recent surge of online training, several opportunities required further regulation and guidance. In this regard, my Development Assistant Yara Salame and I, perfected this document to help our Capacity Building division adapt to the changes. I wish to publicly acknowledge the precious contribution of Yara in this regard.

As such, allow me to present to you the second adopted draft of the LeMSIC Capacity Building Internal Operating Guidelines.

I would like to extend my appreciation to Dima Al Saddik, Local Officer on Research Exchanges in LU, and her assistant Mustafa Saleh who worked on the promotional flyers design. Last but not least, a special thanks to the Public Relations and Communication team for their help in the flyers and the cover page design.

I highly advise you to go over the document and ask me any questions you may have. I hope you will enjoy the read.

Yours truly,

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1.1. Vision

The LeMSIC CB division aims to develop a set of skills in all of its members, empowering them to serve their community and become global health leaders, fulfilling our organisation’s vision.

1.2. Mission

a) To share knowledge and skills across generations of members in the settings of peer education and non-formal education through, but not limited to, training sessions, SC sessions, workshops, and webinars.

b) To provide a pool of trainers skilled in Non-Formal and Peer Education methods by offering trainer education and professional development opportunities.

To maintain capacity relevance through continuous trainer education on up-to-date methodology.
2.1. VPCB

Capacity Building is coordinated within the Executive Board by the Vice President for Capacity Building (VPCB), supported by their assistant(s).

2.2. VPCB Assistants

VPCB Assistants are LeMSIC members who volunteer to assist the VPCB in different tasks. The number and categorization of assistants is decided by the VPCB at the start of each term.

2.3. Trainers and Facilitators

2.3.1. Trainers:

2.3.1.1. A trainer is defined as a person who is capable of designing and delivering educational content, using but not limited to formal and non-formal education. Educational content includes knowledge, skills and attitudes regardless of the topic itself.

2.3.1.2. A trainer should:

2.3.1.2.1. Have a professional and ethical attitude.

2.3.1.2.2. Be a good listener, approach training strategically and encourage interaction.

2.3.1.2.3. Understand non-formal education and be able to apply it while being aware of the latest learning trends.

2.3.1.2.4. Be able to design and deliver an effective training program while developing other soft skills relevant to it.

2.3.1.2.5. Be able to develop strategies for further development of individual skills and broaden personal knowledge on their own.

2.3.1.2. Requirements:

2.3.1.2.1. For the IFMSA trainer title: a LeMSIC member must hold a TNET, TMET, SRHR, PHLT, TNHRT, TNT certificate from IFMSA.

2.3.1.2.2. For the LeMSIC trainer title: a LeMSIC member must hold a ToF LeMSIC certificate along with an IFMSA workshop certificate in any area of expertise.

2.3.2. Facilitators:

2.3.2.1. Facilitators are LeMSIC members who have the essential skills to design and deliver sessions with the correct use of learning methodologies.

2.3.2.2. Requirements:

In order to acquire the facilitator title, a LeMSIC member must have a ToF LeMSIC certificate.
Changes to the IOGs

3.1. The VPCB reserves the exclusive right to propose changes to the CB IOGs.
3.2. Changes to the IOGs can only be proposed twice per term. It is recommended for that to happen after IFMSA CB Plenaries are held in GAs.
3.3. To introduce a new IOG, the VPCB must fill the LeMSIC CB IOG Proposal form found in Annex 1 and submit it personally to the VPI at least 48 hours before the TO meeting.
3.4. The proposed IOG will be discussed in the same TO meeting and the following discussion will be shared in the meeting minutes.
3.5. Adoption of the proposed regulation requires a \( \frac{2}{3} \) majority vote that will take place in the next TO meeting.
3.6. To amend an existing IOG, the VPCB must fill the LeMSIC CB IOG Change Proposal form and submit it personally to the VPI at least 48 hours before a TO meeting.
3.7. The proposed regulation change will be discussed in the same TO meeting and the following discussion will be shared in the meeting minutes.
3.8. Adoption of the proposed regulation change requires a \( \frac{2}{3} \) majority vote that will take place in the next TO meeting.
3.9. Changes to the IOGs will be in effect immediately after the vote unless otherwise specified by the VPCB.
3.10. Annex documents:
3.10.1. The VPCB reserves the right to amend any annex documents, except for the Workshop Regulations document, without proposing it as an IOG Change Proposal in a TO meeting.
3.10.2. The adoption of any new annex document must comply with the IOGs as detailed from 3.3 to 3.5.
4.1. Definition

The LeMSIC Trainers Pool is the group of members that serve LeMSIC. Only members of the TP are allowed to deliver sessions within LeMSIC apart from limited exceptions.

d) Expert Status: Full Status + 20 additional hours of delivery + delivered a session during an IFMSA event.
e) Alumni Status: Former TP member who is no longer actively involved in LeMSIC’s work.

4.2. Exceptions

4.2.1. The exceptions concern specific training sessions. A member that was granted approval for a session may not necessarily be given approval for another session.

4.2.2. The exceptions consist of the following:
a) Current and former EB and TO members in their area of expertise.
b) An inexperienced LeMSIC member co-facilitating a session with an experienced member of the TP.

4.2.3. The VPCB reserves the right to refuse approving a training session, even if the exception criteria defined above are fully met.

4.3. Trainers Pool Categorization:

a) Candidate Status: Member who attended a TNET, TMET, SRHR, PHLT, TNHRT, TNT or ToF but did not deliver their graduation training yet. The Candidate Status can only be kept for 6 months after completion of the workshop. Candidate members cannot deliver sessions within LeMSIC before acquiring the Junior status, except for their graduation training.
b) Junior Status: Member with an IFMSA certificate for trainers or a LeMSIC certificate for facilitators.
c) Full Status: Junior Status + 10 hours of delivery.
d) Expert Status: Full Status + 20 additional hours of delivery + delivered a session during an IFMSA event.
e) Alumni Status: Former TP member who is no longer actively involved in LeMSIC’s work.

4.4. To be a part of the pool of trainers, candidates must submit an application to the VPCB.

4.5. Members who are eligible to apply to the TP:

a) Any member with a TNET, TMET, SRHR, PHLT, TNHRT or TNT IFMSA certificate.
b) Any member with a LeMSIC ToF certificate.

4.6. Entry conditions to the Trainers Pool are:

4.6.1. For IFMSA trainers:
a) Submission of TNET, TMET, SRHR, PHLT, TNHRT or TNT IFMSA certificate.
b) Submission of portfolio.

4.6.2. For LeMSIC trainers:
a) Submission of LeMSIC ToF certificate.
b) Submission of IFMSA workshop certificate.
c) Submission of portfolio.

4.6.3. For facilitators:
a) Submission of LeMSIC ToF Certificate.
b) Submission of portfolio.

4.6.4. The application loses its validity if any of the required documents mentioned in 4.6.1 or 4.6.2 is missing.
4.7. TP Application validity:

4.7.1. For IFMSA trainers, certificates of participation or delivery from the following IFMSA CB events are considered as valid:
   a) TNET
   b) TMET
   c) SRHR
   d) PHLT
   e) TNHRT
   f) TNT

4.7.2. For LeMSIC trainers, certificates of participation or delivery from the following IFMSA CB events are considered as valid, but only as an addition to an existing Junior Status:
   a) SC Sessions of official IFMSA Meetings
   b) Pre-Events of official IFMSA Meetings
   c) Sub-Regional Training Events
   d) Online Training

4.7.3. The submission of certificates for LeMSIC trainers can be done at any time throughout the term.

4.7.4. IFMSA CB events certificates can be replaced by a letter of support from the relevant IFMSA officials or trainers if needed.

4.7.5. The portfolio submitted as part of the application must comply with the LeMSIC Portfolio Template found in Annex 2.

4.7.6. Candidates will be selected on the criteria in 4.6. The selection is done by the VPCB.

4.8. The VPCB requests portfolio updates starting from 1st of November till the 31st of December, which is the deadline for trainers to update their portfolio in LeMSIC and IFMSA.

4.9. Members can join the TP throughout the year but they are requested to update their portfolio within the timeframe in 4.8.

4.10. This status is dynamic and is lost if members do not update their portfolio once a year or if a member does not have any training activity during two consecutive terms.

4.11. A TP member who lost the membership, as defined in 4.10, can only update their portfolio in the next consecutive term.

4.12. TP Database:

The TP will maintain its own database on an accessible site for LeMSIC members with contact information for members to contact and for the EB and TO to refer to in case of requesting any training event. The TP Database can be accessed through the link in Annex 3. This will take effect once the new membership system is adopted.
5.1 General Regulations

5.1.1. Any LeMSIC CB opportunity or event must be in line with the LeMSIC Constitution and Bylaws and the Internal Operating Guidelines for Capacity Building.

5.1.2. A LeMSIC CB opportunity or event shall be approved and coordinated by the IFMSA Executive Board in person of the Vice President for Capacity Building.

5.1.3. Any LeMSIC member reserves the right to propose a CB opportunity and coordinate it in collaboration with the VPCB.

5.1.4. A LeMSIC CB opportunity can use the LeMSIC Corporate Identity (CI) for its promotional efforts, only after it has been granted preliminary permission by the LeMSIC VPPRC.

5.1.5. The language adopted in a LeMSIC CB opportunity depends on the target population and must be specified in the proposal. As a general rule, opportunities open to the general population shall be delivered in English or Arabic. Other languages can be used to a certain extent, depending on the setting. All relevant documents, if any, must be submitted in English.

5.1.6. Capacity building in LeMSIC relies on peer-education. Thus, providing knowledge through training sessions cannot under any circumstances be exchanged for money in return. For CB events with a participation fee, the fee is considered to cover other expenses such as accommodation or meal expenses.

5.2 Types of CB opportunities

A quick overview of the different CB opportunities available for LeMSIC members:

5.2.1. SC session

A SC session is an informative session falling under the specific field of interest of any standing committee working within LeMSIC.

5.2.2. Training session

A training session is a session focusing on developing technical and soft skills in the participants, in a way that could be of service to a certain SC focus area, a certain position within LeMSIC, or their personal and professional empowerment.

5.2.3. Training series

A training series is a set of sessions happening consecutively that fall under the same theme. Participants are not expected to attend the totality of the sessions.

5.2.4. Workshop

A workshop is a set of sessions that fall under the same theme. Participants are expected to attend the totality of the sessions. A certain percentage of absences may be tolerated, depending on the conditions stated in the workshop proposal. The sessions are consecutive and related to each other but can be spaced in time. If all the criteria are fulfilled, the participants get a certificate after completion.

5.2.5. Webinar

A webinar is an engaging online event where a speaker, or small group of speakers, delivers a presentation to a large audience who participate by submitting questions, responding to polls and using other available interactive tools.
Webinars are different from training sessions, which are designed to let small groups meet and collaborate in real-time. They are also different from traditional streaming media like videos, which don’t give the audience any way to engage with the content.

5.3. CB opportunities guidelines

5.3.1. Individual session preparation
5.3.1.1. Any session given within LeMSIC must be reviewed and approved by the VPCB prior to its delivery.
5.3.1.2. The proposal and presentation of a session shall be submitted to the VPCB for approval at least a week before the session date. The official LeMSIC Session Proposal template can be found in Annex 4.
5.3.1.3. The VPCB reserves the right to refrain from approving any session with a submission that does not respect the deadline stated in 5.3.1.2.
5.3.1.4. The final presentation to be used shall be approved by both the VPCB and the VPPRC.
5.3.1.5. Any session involving an external must be approved by both the VPE and the VPCB before any contact is made with the external.
5.3.1.6. Any session involving an IFMSA trainer/IT member must be approved by both the VPIA and the VPCB before any contact is made with the trainer.

5.3.2. Training series
5.3.2.1. All the sessions must comply with the guidelines in 5.3.1.
5.3.2.2. The workshop proposal must be submitted to the VPCB at least 3 weeks before the event. The workshop proposal to fill can be found in Annex 6.
5.3.2.3. The Call for Trainers and Facilitators proposal to fill can be found in Annex 5.

5.3.3. Workshop
5.3.3.1. All the sessions must comply with the guidelines in 5.3.1.
5.3.3.2. The workshop proposal must be signed and stamped by the VPCB to be considered as valid before being officially shared with any other party.

5.3.4. Booking a CB opportunity

The procedure to book a CB opportunity of any type is detailed in the LeMSIC Booking Guide found in Annex 5.
CB in LeMSIC

5.5.2. Training of Facilitators (ToF)
Any member can attend the ToF to develop their skills in session design and delivery. Completing the workshop and delivering their graduation training afterwards enables them to become a LeMSIC Facilitator or a LeMSIC Trainer (in the case where they hold an IFMSA workshop certificate too) and to apply to the LeMSIC TP. The ToF Regulations can be found in Annex 8.

5.5.3. TO retreat
The LeMSIC Executive Board Retreat is an extensive gathering for the Executive Board of LeMSIC that happens annually both to have meaningful discussions regarding big topics and build their capacities through learning new skills.

5.5.4. NT meeting
The NT meeting is a training day, in which the team of officials receives training on the hard skills they need, in a friendly environment.

5.5. CB Event Regulations
A quick overview of the obligatory events that the VPCB is responsible to coordinate during their term:

5.5.1. National General Assembly (NGA)
The NGA is the event of the year. Its main purpose is to introduce new members to LeMSIC divisions and work. SC and training sessions are given among other activities to provide new and old members the opportunity to grow in this organization by empowering them with the skills needed to elevate the impact of their work.
6.1. The VPCB is responsible for coordinating training evaluation in LeMSIC.

6.2. Evaluation must be conducted for every CB event happening within LeMSIC, unless decided otherwise by the VPCB.

6.3. Every CB event OC shall comprise an evaluation team.

6.4. Evaluation Types
   a) Impact Assessment
   b) Feedback Analysis:
      - Ordinal Scale Questions
      - Open-Ended Questions
   c) Likert-Scale Assessment

6.5. Any evaluation report shall be signed and stamped by the VPCB before being officially shared with any other party.


6.7. The VPCB must keep the original evaluation reports in the VPCB drive in a pdf format.

6.8. The viewer link is shared with the concerned trainer(s) and on the LeMSIC server within up to two months from the event date.
7.1. The VPCB is responsible for sharing the calls for international CB opportunities on the LeMSIC server.

7.2. Members applying for training opportunities must inform the VPCB. The selection result has to be shared with the VPCB for institutional memory.

7.3. Members applying for webinar opportunities are not required to inform the VPCB.

7.4. The VPCB is responsible for overseeing the preparation of members and/or delegations to IFMSA opportunities and following up with delegation members at the end of the event.

7.5. The International Training Report in Annex 10 should be filled within 2 weeks following the end of the workshop.
8.1. A Graduation Training is the first training session delivered by a member with a Candidate status within 6 months of attending one of the following workshops:

8.1.1. IFMSA Workshops:
   a) TNET
   b) TMET
   c) SRHR
   d) PHLT
   e) TNHRT
   f) TNT

8.1.2. LeMSIC Workshops: ToF

8.2. Candidate members will not be considered as junior members until they pass the evaluation as mentioned in Annex 11 within the 6-month period, this whole process is coordinated by the VPCB. In order to pass candidates should score a minimum of 3 in each of the following (Body language, Facilitation, Content and Session Flow).

8.3. Graduation Trainings must take place in a live setting.

8.4. The VPCB assigns each Candidate member to a LeMSIC TP member with a Full Status.

8.5. In the Graduation Training setting, the member with Full Status is responsible for:
   a) Offering guidance to the Candidate member throughout the preparation of the training.
   b) Attending the training.
   c) Providing feedback to the Candidate member after the Training in accordance with the Trainer and Facilitator Feedback Checklist found in Annex 9.

8.6. The Candidate Status is lost if one of the tasks in 7.5 and 8.1 is not fulfilled.

8.7. After their Graduation Training, a Candidate member acquires both the Junior status and the right to deliver sessions within LeMSIC.

8.8. If hosting a live Graduation Training is doomed impossible, an Interim Graduation Training shall happen in an online setting.

8.9. Interim Graduation Trainings:

8.9.1. Interim Graduation Trainings are to take place only if a live Graduation Training is doomed impossible for uncontrollable reasons that are prolonged in time.

8.9.2. Interim Graduation Trainings are to take place in an online setting.

8.9.3. Interim Graduation Trainings are coordinated by the VPCB, who assigns each Candidate member to a LeMSIC Full member.

8.9.4. In the Interim Graduation Training setting, the Full member is responsible for:
   a) Offering guidance to the Candidate member throughout the preparation of the training.
   b) Attending the training.
   c) Providing feedback to the Candidate Facilitator after the training in accordance to the Trainer and Facilitator Online Feedback Checklist found in Annex 12.
8.9.5. Until hosting a Graduation Training is possible, the Candidate member is allowed to deliver online sessions in LeMSIC.

8.9.6. A Candidate member who delivered an Interim Graduation Training is allowed to keep his Candidate Status up to 6 months after hosting a Graduation Training becomes possible.

8.9.7. The Candidate member is expected to deliver their Graduation Training within the 6 months’ timeframe mentioned in 8.9.6. The Graduation Training must comply with the guidelines in 8.2 to 8.4.

8.9.8. The status of Candidate member is lost if the tasks in 8.9.7 are not fulfilled.
Workshop Regulations

9.1. A workshop is a brief intensive educational program for a relatively small group of people that focuses especially on techniques and skills in a particular field.

9.2. The Workshop Proposal Template in Annex 4 should be filled and submitted to the VPCB for approval at least a month before the first session's date. Anyone can submit a workshop proposal at any time.

9.3. A workshop proposal must be signed and stamped by the VPCB when approved.

9.4. Regulated LeMSIC Workshops:

9.4.1. Some LeMSIC workshops have specific regulations that must be fulfilled in order to be approved and certified. The list of regulated LeMSIC workshop goes as follows:
   a) LeMSIC’s Activity Management and Leadership Online Course (LAMLOC)
   b) Training LeMSIC Trainers (ToF)

9.4.2. New workshop regulations:

9.4.2.1. Adoption of new workshop regulations can only be voted on during TO meetings and must comply with the Changes to the IOGs section 3 of this document.

9.4.2.2. Any new workshop regulation shall follow the Workshop Regulation Template in Annex 13.

9.4.2.3. A workshop regulation must be signed and stamped by the VPCB in order to be valid for submission in a TO meeting.

9.4.3. Amendment of existing workshop regulations:

9.4.3.1. Adoption of amendments to workshop regulations can only be voted on during TO meetings and must comply with the Changes to the IOGs section 3 of this document.

9.4.3.2. The workshop regulation document defines who reserves the exclusive right to amend it in the future.

9.4.3.3. The VPCB reserves the right to amend any workshop regulations.

LeMSIC CB Resources

10.1. The VPCB is responsible for creating, maintaining, updating and sharing CB resources in LeMSIC.

10.2. New CB Resources shall be added by the VPCB in the corresponding folder in Annex 14 and shared on the LeMSIC server after their creation.
Annex 1: **LeMSIC CB IOG Proposal Template**

Annex 2: **LeMSIC Portfolio Template**

Annex 3: **Trainers Pool Database (to be added when available)**

Annex 4: **LeMSIC Session Proposal Template**

Annex 5: **LeMSIC Call For Trainers and Facilitators Proposal Template**

Annex 6: **LeMSIC Workshop Proposal Template**

Annex 7: **LeMSIC Booking Guide**

Annex 8: **LeMSIC Workshop Regulations**

Annex 9: **Evaluation Report Template (to be added when available)**

Annex 10: **International Training Report**

Annex 11: **Trainer and Facilitator Feedback Checklist (to be added when available)**

Annex 12: **Trainer and Facilitator Online Feedback Checklist**

Annex 13: **Workshop Regulation Proposal Template**

Annex 14: **LeMSIC CB Resources (to be added when available)**
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